File - Office of Security

17 Nov 61 Cust file

REPORT FOR: Executive Officer, Office of Security

SUBJECT   : Analysis of Recurring Reports in Office of Security

1.   Attached is a compilation of 100 recurring reports regularly prepared by components of the Office of Security. The attached lists (Tabs B thru L) cover only those reports included in the replies to your 22 May 1961 memorandum. Tab A is a summary of those detailed lists.

2.   These 100 recurring reports are only part of the reports prepared throughout the Office of Security. Every office neglected to include some of the internal or external reports for which it is responsible. The reports most frequently overlooked were the: Hull Report, Killian Committee Report, Budget Estimates, Fitness Reports, Accomplishments and Objectives Reports, as well as many weekly and daily internal feeder, control, and administrative reports.

3.   It requires 610 man hours to prepare these reports one time. It is estimated that 7,202 man hours are spent on these reports each year. Although it is a sizeable figure, it is very conservative. The actual time required for our reports is much higher.

4.   Only one office recommended terminating its monthly report. Another office proposed that we end its weekly log and retain its monthly report. All other offices firmly insist that continuation of each report is essential to better inform "Top Management". And yet - - [   ] Special Assistant to the DDS, recently told [   ] Agency Records Administration Officer, that the DDS does not want any written reports submitted to him regularly. This sentiment could help in any campaign to reduce the number of our reports.

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5. From the attached compilation we have a picture of the enormous size of the recurring reports problem within the Office of Security. However, this information does not give us the tool needed to improve or lessen this problem. Therefore, as detailed in Tab M, I believe our next course of action on these recurring reports is five-fold:

    a. Concentrate on re-defining our real performance-measurement needs and re-evaluating our reporting requirements rather than on analyzing the reports being prepared today.

    b. Establish standards or "yardsticks" to be used for comparisons in performance reports.

    c. Use the professional talents of Forms Designers in the Agency's Forms Management Branch and eliminate costly "bootleg" report forms now in use.

    d. Sharpen presentation techniques by using graphs, columns or totals of figures, and eliminating narrative reporting wherever possible.

    e. Consider establishing a reports control program wherein no office is required to prepare and submit a report unless the reporting requirements are officially reviewed and approved.

6. In defining our reporting requirements and performance-measurement needs, we should collaborate with each division and staff head. They are in the best position to spell out the exact office best suited to fill specific reporting requirements and prevent over-lapping reports. Then we can propose discontinuing all reports not contributing to this top management requirement or to some local administrative need.

7. To assist in developing new, specific reporting requirements, we have handbooks, literature, and films available to us. Several Government offices have full-time Reports Management Programs. Such material can be used in a brief training campaign to educate and focus the efforts of our officers on the specialized

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problems they must solve to improve their own reports and report-
ing techniques. Such guidance for these officials can be accomplished
in a few minutes at a few staff meetings. I can obtain such reports
management materials and assist our Training Officer in develop-
ing special presentations on reports improvement.

8. Further action on the several possible facets of this
project will await your decision.

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Records Officer, Office of Security

Enclosures:
 Tabs as indicated above.

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